## Funding for SMART

The SMART Execution Plan is the road map for where the Army will go in implementing SMART. A public release version of the SMART Execution Plan is available at *http://www.amso.army.mil/smart/*. The Execution Plan was staffed in the fall of 2000 and endorsed by the AMSEC in November 2000. The Plan contains 51 tasks, most of which require refocusing existing mission funds, especially for the short term. For the first time, the Army is obtaining funding for SMART. This funding is not meant to help particular models "get well," or to help a specific program pay for its M&S. The funding will be applied to those aspects of SMART that support the infrastructure. It will support those aspects that are beyond the scope of any particular Program Manager (PM) to develop, or those that a PM cannot be realistically expected to pay from program funds.

The SMART funding will support efforts that will be of long-term benefit to the Army and other PMs. They will support development of collaborative environments that are reusable, and allow customers to "plug and play" as well as share data and information. The Execution Plan will support the development of new cost analysis tools that are interoperable and can adequately address life cycle costs. In addition, it will support the RDEC federation, a Logistics federation, and Test and Evaluation federations that are reusable, interoperable, and are of long-term benefit to the Army. The Plan also addresses policy, and we will be looking for opportunities to incorporate SMART into Army documents as they are being updated, as well as developing a review process for Simulation Support Plans. An architecture will be closely examined so that standards can be recommended whenever they will be beneficial.

Funding in the SMART Execution Plan will also be applied to educating the workforce. Already, at the last SMART Conference tutorials were being provided. Additional online and electronic educational formats are being developed. In addition, the Plan identifies tasks to establish partnerships with other Services and government agencies to leverage efforts and investments outside the Army.

Gaining support for the funding initiative has not been easy. We have succeeded because SMART is a tool required for the Army to meet its goal of transforming itself into the Objective Force. AMSO is succeeding because the Army's senior leadership believes in, and has demonstrated enormous support for SMART.

**Editor's Note:** The authors welcome questions or comments on this article. Contact Donlin at *Bruce.Donlin@hqda.army.mil.* Contact Truelove at *michael.r.truelove@saic.com.*

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# Intellectual Property:
# Navigating Through Commercial Waters

## ISSUES AND SOLUTIONS WHEN NEGOTIATING INTELLECTUAL PROPERTY WITH COMMERCIAL COMPANIES

*Published by:*

*Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Oct. 15, 2001, Version 1.1*

The concept of Intellectual Property (IP) is fundamental to a capitalist society. A company's interest in protecting its IP from uncompensated exploitation is as important as a farmer's interest in protecting his or her seed corn. Often companies will not consider jeopardizing their vested IP to comply with the government contract clauses that have remained in use since the days when DoD was the technology leader and frequent funder of research programs. We must now create a new environment for negotiating IP terms and conditions that protect the true interest of the government—incorporating technologically advanced solutions into the weapons systems and management systems we deploy.

This guide was created for the government acquisition community (i.e., contracting personnel, legal counsel, and program managers) and its industry partners as a tool to equip them with new ideas and solutions to address the IP issues that divide us in the negotiation process.

Currently published online, the guide may be downloaded from the Director, Acquisition Initiatives Web site at *http://www.acq.osd.mil/ar/doc/intelprop.pdf.*